

# Project Charter

July 24, 2017

Update: February 2021

# River Road-Santa Clara Neighborhood Plan: 2017 Charter

February 2021 Update

**Project Title:** River Road-Santa Clara Neighborhood Plan

**Project Charter Author:** Zach Galloway, AICP. **2021 Update:** Terri Harding, AICP

**Creation Date:** 03.20.2017

**Last Revision Date:** 02.08.2021

**Project Origin:** Council direction, City/PDD priority, Envision Eugene strategy

**Project Sponsors:** Robin Hostick (City of Eugene Planning Division Manager) and Lydia McKinney (Lane County Land Management Division Manager & Planning Director)

**Project Sponsors, Adoption Phase:** Terri Harding (City of Eugene Principal Planner) and Keir Miller (Lane County Land Management Division Manager)

**Project Manager:** Zach Galloway (Senior Planner)

**Project Manager, Adoption Phase:** Chelsea Hartman (Senior Planner)

**Project Team Members:** Included herein

**Project Charter Status:** Approved by Planning Commission (update needed)

**Proposed Project Start and End Date:** August 2017 – Winter 2021 (multi-year)

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## Overview/Purpose

### *Project Description*

For over 30 years, the land use and development actions within the River Road and Santa Clara communities have been governed by the River Road-Santa Clara Urban Facilities Plan. Adopted in 1987, the plan is dated and a new plan for this large part of the community with unique planning issues is needed. The River Road and Santa Clara Community Organizations have dedicated innumerable volunteer hours to build a foundation of public input on which to build the neighborhood planning process. The Planning process will be a collaborative effort among the River Road and Santa Clara community organizations, the City of Eugene, Lane County, and other varied stakeholders throughout both communities.

The multi-year planning process will create a Community Vision to guide decision-making for decades to come. The vision will be consistent with the pillars of Envision Eugene, while tailoring the city-wide vision to the local context. That vision will be articulated in Plan Goals and Policies that tackle a wide variety of issues identified in previous efforts, the SCRROL (Santa Clara-River Road Outreach and Learning) and SCRRIP (Santa Clara- River Road Implementation Planning Team) public engagement initiatives. The plan will focus on five priority areas: Land Use, Transportation, Economic Development, Parks and Natural Resources, and Community. To address issues including public safety and governance, the planning process will employ an inter-departmental city staff team to ensure these community issues are prioritized and solutions implemented through the appropriate mechanisms. To that end, the plan will conclude with an Action Plan that includes implementation measures that advance the defined policy direction.

The final product will be adopted as a neighborhood refinement plan by the City of Eugene and Lane County to ensure action and long-term implementation.

*Geography* The scope of work will cover River Road and Santa Clara communities in their entirety. There will be additional attention given to the River Road Key Transit Corridor between Hunsaker Lane and the Northwest Expressway.

#### *Failure to Reach Resolution*

The community's best outcome is an adopted neighborhood plan that embodies their vision for the growth and development of the communities in a manner that respects their collective history and heritage, semi-rural character, and unique development pattern. A failure to achieve this desired outcome will preserve the status quo, which currently deploys out of date policies and uniform land use code regulations. The status quo also fails to address the governance conundrum, thereby perpetuating the complicated web of inefficient public service delivery. A third consequence of failure is the lost opportunity to act upon years of work by grass roots community organizations in planning for their future. Lastly, there is an opportunity to create a transferable planning model for the key transit corridor (KTC) concepts. Failure here could limit the viability of the urban, walkable development patterns defined for the corridors in the Envision Eugene community vision.

## **Goals**

The goal of the neighborhood planning process is to produce and adopt a River Road-Santa Clara Neighborhood Plan that:

1. Supports the Pillars of Envision Eugene, balances the varied directives under the Pillars, and advances the community vision.
2. Reflects deep City-County-community collaboration through community-based activities.
3. Establishes a clear vision for the future of River Road and Santa Clara, plan goals and policies to guide decision making, and an action plan that guides implementation by the City, County, and community members.
4. Refines the Metro Plan and Envision Eugene Comprehensive Plan for the Santa Clara and River Road communities.
5. Creates a process that may serve as a transferable model for other neighborhood or key transit corridor planning initiatives.

## **Objectives**

Objectives are specific, measurable outcomes that tell you if the project was a success.

1. The neighborhood plan will be consistent with the Envision Eugene community vision, statewide planning goals and guidelines, and local policies and codes, as demonstrated through findings at the time of plan adoption.
2. The neighborhood plan will secure recommendations of approval from both Eugene and Lane County Planning Commissions.
3. The plan will secure recommendations of approval from the River Road and Santa Clara community organizations and the plan's Community Advisory Committee.
4. The adopted plan will secure a recommendation from the Eugene City Council to serve as an example of neighborhood collaboration with City planning and other work groups, as well as an

example of transit corridor planning that implements the key corridor concept of Envision Eugene.

## **Scope**

The River Road-Santa Clara Neighborhood Plan is a multi-year process to create a community-based plan that will result in four parts: Vision, Policy, Action Plan, and the concurrent Zone and Code amendments. The plan will include extensive public involvement throughout, and the groundwork previously laid by RRCO and SCCO members sets the stage for a collaborative approach that hits the ground running.

### **1. Community Vision**

Through narrative, plans and maps, and illustrative graphics or renderings, the plan will convey the community's best outcome for the future. The neighborhood vision will be consistent with the larger community vision of Envision Eugene, but tailored to the local context of Santa Clara and River Road. The focus of the vision is on how the community will look, feel, and function over the next 20 years. It is intentionally aspirational, and provides a target for all to work towards.

### **2. Policy Chapters**

The plan will include five chapters of Goals and Policies that can direct future decision-making on various topics, program proposals, or capital budgets relevant to the community.

- Land Use & Urban Design
- Transportation
- Economic Development
- Parks & Natural Resources
- Community

### **3. Action Plan/ Implementation Strategies**

Neighborhood plans are living documents that must be implemented through subsequent actions by technical experts and community members, depending on the task. To ensure the Vision comes to fruition and policies are acted upon, an Action Plan will be crafted and will include a strategy for continued collaboration between the community and City, County and agency partners to support ongoing plan implementation. The action plan includes an implementation strategy, responsible entities (e.g., City, County, RRCO, SCCO, local business, etc.), budget estimates, and generalized timeframes (e.g., short-, medium-, and long-term).

### **4. Code Amendments & Zone Changes**

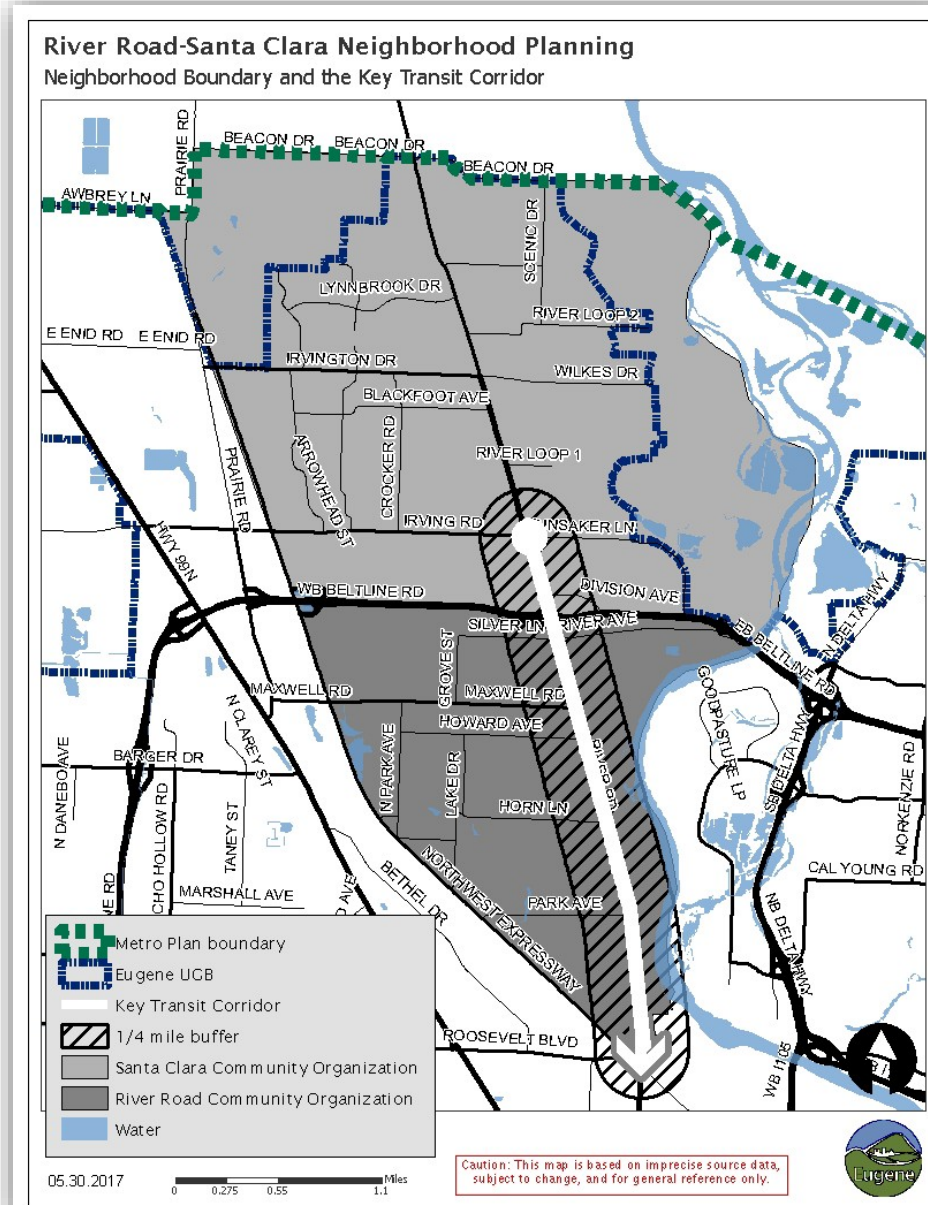
The final portion of the neighborhood plan scope are zone changes and code amendments that support the community vision. While some code amendments and zone changes in the Action Plan will take place after plan adoption, other zone changes and code amendments (i.e., new development standards) will be adopted concurrently with the neighborhood plan, including (1) priority amendments that could affect the broad geographic area of both communities that will be identified by the CAC and project staff and vetted with the community and decision-makers and (2) a more detailed approach along the River Road corridor, as informed by the related FTA TOD grant-funded project. Other code amendments and zone changes in the Action Plan will occur as part of

future plan implementation or other concurrent planning processes, which will involve continued collaboration between the community, City and County as outlined in the Action Plan.

## Geographic Area

The neighborhood plan covers four specific geographies, listed below and shown in the following map.

1. River Road Community Organization boundary
2. Santa Clara Community Organization boundary
3. Santa Clara Community Organization boundary outside the Urban Growth Boundary
4. River Road transit corridor (Hunsaker Lane to NW Expressway) and associated ¼ mile buffer



**Figure 1. Geographic Areas addressed in neighborhood plan**

## Deliverables

Deliverable	Description	Staff Lead/ Support
<b>PREPARATORY DELIVERABLES</b>		
Project Charter	Clear articulation of Project description, Scope of work, and Decision making process.	Zach/ Terri
Letter of Initiation	The letter is be an agreement among the four parties (RRCO, SCCO, City, and County) to carry out the neighborhood plan to adoptions.	Zach
Public Involvement Plan	The Public Involvement Plan will establish the best means to reach the diverse constituencies across both communities during key engagement opportunities or decision-making events.	Zach / Eric B. & Cogito
<b>MAJOR PLAN DELIVERABLES</b>		
Community Vision + Supporting Graphics	General description of the community's expectations and desires for the future of the neighborhood, and how it fits within the larger context of Envision Eugene. It will include a written narrative and supporting graphics, photographs, and renderings of future conditions.	Zach/ Jen. K
Topic-specific Policy Chapters <ul style="list-style-type: none"> <li>• Land Use/ Urban Design</li> <li>• Transportation</li> <li>• Economic Development</li> <li>• Parks + Natural Resources</li> <li>• Community</li> </ul>	Each chapter will include Goals and Policies. Similar to the Envision Eugene Comprehensive Plan, these policies will direct the work of City staff, but can also empower community organizations and individuals. The chapters will also include actions, which are various strategies to implement the goals and policies. These chapters are considered refinements to local comprehensive plan policies; as such, each must be consistent with the other.	Zach / Eric B./ City team members
Action Plan (Implementation Strategies)	The Action Plan includes a prioritized list of implementation strategies, some of which will translate chapter policies into projects, programs, or other directives to the various responsible entities (City, County, community organizations). The Action Plan also includes budget estimates and generalized timeframes (e.g., short-, medium-, and long-term) to support continued neighborhood advocacy and future funding and resource requests for ongoing implementation. Lastly, the plan will include a strategy for continued collaboration between the community and City, County, and agency partners to implement actions over time.	Chelsea/Elena

Deliverable	Description	Staff Lead/ Support
Plan amendments, Zone Changes, & Code Amendments	These will be adopted concurrently with the neighborhood plan, including (1) priority amendments that could affect the broad geographic area of both communities that will be identified by the CAC and project staff and vetted with the community and decision-makers and (2) a more detailed approach along the River Road corridor, as informed by the related FTA TOD grant-funded project. Other code amendments and zone changes in the Action Plan will occur as part of future plan implementation or other concurrent planning processes, which will involve continued collaboration between the community, City and County as outlined in the Action Plan.	Chelsea/City team members
<b>FINAL DELIVERABLE</b>		
Final Production	The Envision Eugene document and Community Design Handbook set a high bar for publication quality. The neighborhood plan will follow in this vein.	Jen K./ Chelsea/Terri (Quality Control)

## Project Milestones/Timeline

Neighborhood Planning process: Multi-Year																	
2017	2018				2019				2020				2021				2022
Fall	Wntr	Spring	Sum	Fall	Wntr	Spring	Sum	Fall	Wntr	Spring	Sum	Fall	Wntr	Spring	Sum	Fall	Wntr
Reaching Out																	
	Visioning																
			Priorities														
				Policy Development													
							Action Planning										
													Adoption				

## Key Stakeholders

A public involvement plan (PI Plan) was developed with Cogito Partners (lead partner: Julie Fischer). That plan seeks to engage the varied stakeholders of River Road and Santa Clara, including defined organizations and informal networks. The PI Plan includes an exhaustive list of stakeholders, local organizations and networks, outlets for distribution, and potential venues.

The populations within each stakeholder group will be given multiple opportunities to engage the planning process through varied media, reflecting that each individual has different levels of interest in involvement. The overall process will employ tools within the spectrum of public participation, ranging from online questionnaires (*consult*) to in-depth workshops (*involve*) and a citizen advisory committee (*collaborate*). More details are available in the PI Plan.

## **Public Involvement Plan**

The Public Involvement (PI) plan includes a menu of best practices for public engagement at numerous milestones in the project. The PI Plan is guided by and will be consistent with the City's recognized Principles for Public Participation. The existing SCRRIPT group, serving as an ad hoc community advisory committee, reviewed the Draft PI Plan in late May 2017. In June, the Planning Commission reviewed the PI Plan and approved the plan in their capacity as the City's Citizen Involvement Committee.

The final PI Plan, which incorporates SCRRIPT, RRCO, SCCO, and Planning Commission review comments and edits, was approved by the Planning Commission on July 24, 2017.

These materials will be presented to the City Council in early Fall as part of a project initiation work session.

## **Decision Making Process**

### ***General Neighborhood Planning Process Structure***

Any successful neighborhood planning process needs robust participation and deep engagement from neighborhood residents. This means residents take the lead early in building capacity for the heavy lifting to come, participating in outreach activities and technical analysis, and working with local Planning staff to bring the final plan through the adoption process.

The Santa Clara-River Road Implementation Planning Team has led the community-based efforts for several years, developing an interested parties list and creating a Community Resource Group (CRG). The previously described Public Involvement Plan will bring more residents into the fold for the formal planning process. Small technical/topic teams will be created by calling on CRG members to work in those issues of greatest interest to them. Technical/ Topic teams will address the plan's core issues: Land Use, Transportation, Parks & Natural Resources, Economic Development, and Community.

### **Community Advisory Committee (CAC)**

A Community Advisory Committee is an essential part of a community-based neighborhood planning process. Ideally, the composition of the Committee should employ the following principles.

- Be prepared and able to *act in a deliberative, considerate, and civil manner*.
- *Respect diverse community demographics and varied interests.*
- *Weigh the perspectives and input of the whole community* – for example, renters, property-owners, homeowners, owners of large and small businesses, and members of under-represented populations like Latinos or people of color, youth, or people with low incomes – that has been offered during public engagement activities.
- Practice decision making that places the needs and desires of the entire neighborhood first

The CAC will consist of no more than 11 voting members, as outlined below, nominated by the RRCO and SCCO Boards, reviewed by the Lane County Planning Commission and reviewed and approved by the Eugene Planning Commission.

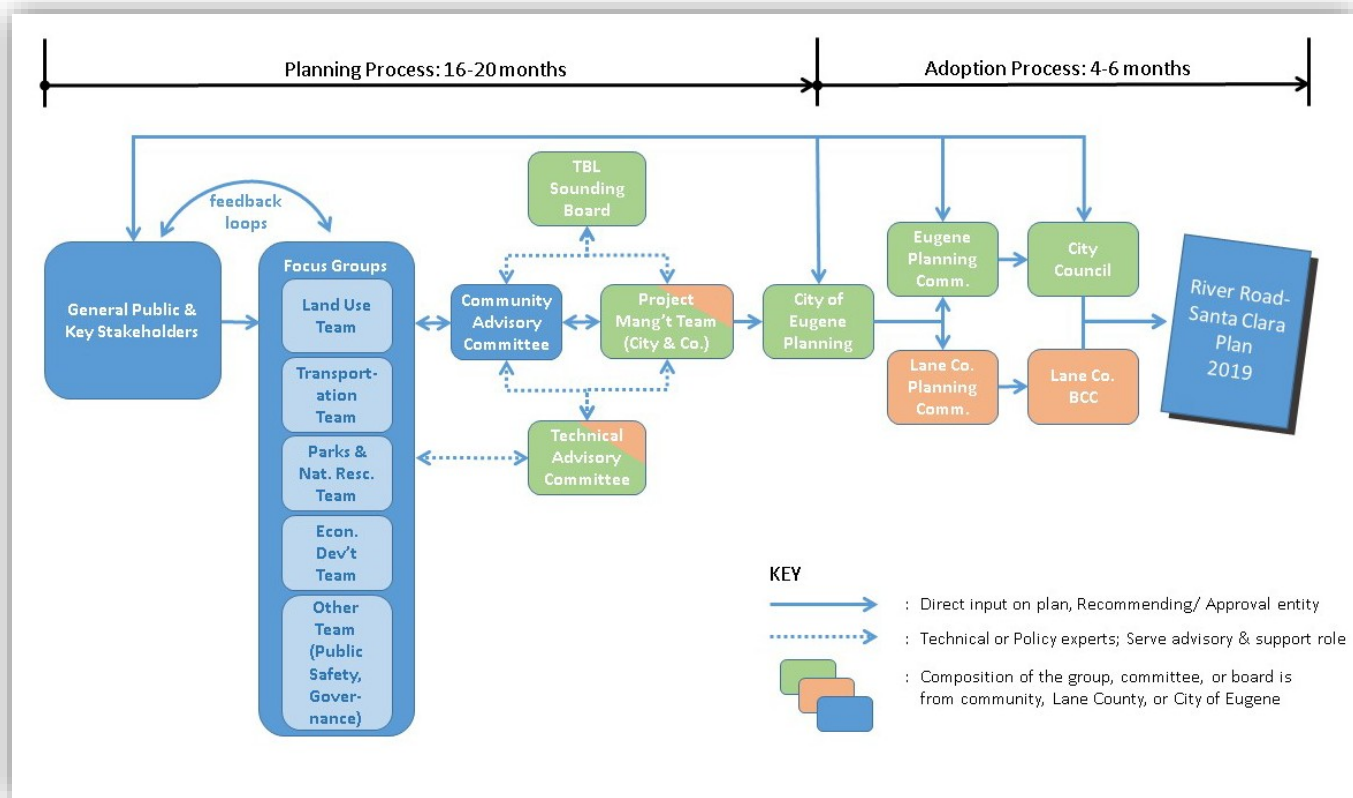
- 5 members: River Road Community Organization
- 5 members: Santa Clara Community Organization
- At least one (1) Santa Clara Community Organization resident representing areas outside the UGB.



- Ex officio members (1 member from each Special District is encouraged to attend)
  - River Road Parks & Recreation District
  - River Road Water Board
  - Santa Clara Water Board
  - Santa Clara Fire District
  - Lane Rural Fire District
  - Eugene Water and Electric Board

[City of Eugene Planning Project Manager will staff the CAC]

The CAC will act as a representative body for the two neighborhoods. As such, it must attempt to weigh the varied public inputs and technical analyses as it crafts an official recommendation on the neighborhood plan deliverables. The Committee's first order of business will be to (1) establish operating procedures/ by-laws and (2) to define the group's internal decision making process. This clear definition is needed in order to establish process expectations and ensure timely decisions are made.



**Figure 2. River Road-Santa Clara Neighborhood Plan: General Process Diagram**

**Note:** See updated schedule in Project Milestones/Timeline section above.

#### ***Roles and Responsibilities in the Planning Process***

Success of the neighborhood planning process is contingent upon open and effective communication among all parties. Figure 2., above, offers a snapshot of an integrated, communicative process beginning

with public engagement and leading to co-adoption by our local elected leaders. Although communication is expected to be open, there are certain expectations to address. The solid lines, above in Figure 2., indicate that direct communication will occur in the form of general input, idea generation, or review of draft products. The solid lines also suggest a more direct line of communication. For comparison, the dotted lines depict entities that are acting in an advisory role, addressing either technical or policy-based areas of expertise. The lines of communication here are also expected to be more indirect. For example, Working Group members will communicate with the Project Management Team directly if questions arise about technical issues. Then, the PMT can coordinate with the appropriate staff member on the Technical Advisory Committee to resolve the issue. In this way, communication is simplified by creating a single point of contact – the Project Management Team – for both the working group members and the Technical Advisory Committee.

#### General Public & Key Stakeholders

- Members of the general public and key stakeholder groups that wish to engage occasionally, e.g., by taking online surveys, reading newsletters, participating in interviews or attending small group meetings, and/or attending larger public events.
- Generate ideas, offer solutions or projects to address concerns.
- Provide feedback and critique of proposed vision, solutions (e.g., policies, code amendments), and capital project proposals (e.g., lighting along the West Bank Path, new sidewalks near River Road Elementary) that will inform the final recommendation by the future CAC.

#### Interested Parties List (i.e., Community Resource Group)

- Members of the general public, RRCO and SCCO Boards, and SCRRIPT that are willing to take greater ownership of the work products and make time to get more deeply involved.
- Anticipate some of these individuals will volunteer for the Working Groups in order to provide more in-depth feedback to the Project Management Team.
- Overall input will inform the final recommendation by the future CAC.

#### Working Groups

- 5 small Working Groups will be created; each will tackle 1 of the Plan's 5 priority areas.
- Comprised of members of the general public, RRCO and SCCO Boards, current SCRRIPT group, or the CAC that are willing, interested, and able to dive deeper into the specific work products.
- These teams will support the CAC and goalkeepers in working with the Project Management Team and the Technical Advisory Committee members in the development of the 4 major deliverables.
- When necessary, staff will bring in other individuals to supplement the conversation and analysis, as well as ensuring diverse perspectives are represented in the review.
- All meetings are considered public, will be advertised as such, and summary minutes provided online to ensure open communication.
- ESTIMATED TIME COMMITMENT: Meetings will be held at no greater than 2 month intervals; Members are expected to review materials via email or web based sharing platforms on a more frequent basis.

Community Advisory Committee (CAC) [*role formerly held by SCRRIPT*] – See Attachment A for a list of CAC members as of February 2021.

- Develop operating rules/ ‘by laws’ by which the committee will function.
- Represent varied voices of the two communities; review and consider full breadth of public input.
- Volunteer and participate in outreach activities to their neighbors.
- Advise Project Management Team and Technical Advisory Team.
- To ensure continuity between Working Group activities and the CAC, CAC members are welcome to participate on the Working Groups.
- Take the lead on writing the plan vision statements, goals, policies, and actions. Work collaboratively with staff to revise products based on technical and legal review.
- Work with City staff and Technical Advisory Team to reach a mutually agreed upon community vision and plan that works with the larger Envision Eugene community vision.
- Work collaboratively with staff to provide input and feedback on adoption phase deliverables, including the plan document text, maps, and figures, zone changes and code amendments.
- Make a final community recommendation along with River Road and Santa Clara community organizations on the adoption package that can be forwarded to the Planning Commissions.
- All meetings are considered public, will be advertised as such, and summary minutes provided online to ensure open communication.
- ESTIMATED TIME COMMITMENT: Meetings will be held at no greater than 1 month intervals; Members are expected to review materials via email or web based sharing platforms on a more frequent basis.

#### Project Management Team (PMT)

- A small core team of the CAC co-chairs and City and County staff tasked with carrying out the project in accordance with the Project Charter.
- Point of contact for general public, Working Group participants, and CAC members.
- Coordinate meetings of previously defined groups.
- Ensure open lines of communication between entities.
- Will make crucial decisions in a timely manner, handle day-to-day operations, and be the face of the project with community groups, committees, and decision-making bodies.
- Will coordinate with Policy Teams and Executive Committee to ensure all partners are informed and to resolve unforeseen issues that may require decision-making beyond the PMT’s authority.

#### Eugene & Lane County Planning Commission (unless otherwise noted)

- Review and approve the Public Involvement Plan and Project Charter (Eugene Planning Commission).
- Approve Community Advisory Committee members (Eugene Planning Commission).
- Receive updates and provide feedback throughout the multi-year planning process.
- Invited to participate in the public outreach activities.
- Review draft documents and adopting Ordinance, and provide feedback to the PMT.
- Convene public hearings, make final recommendation to adopting bodies, Eugene City Council and Lane Co. Commission.

#### City Council & Board of County Commissioners

- Receive updates and provide direction to the PMT throughout the multi-year planning process
- Convene public hearings, consider the Planning Commission recommendations, and act to adopt by Ordinance the neighborhood plan as a refinement to the local comprehensive plan.

#### **Formal Adoption Process**

Once the planning process runs its course, the draft neighborhood plan must be taken through the formal adoption process. This engages the City Council, Lane County Board, and both the City and County Planning Commissions.

The following list includes those decision-making steps where a specific action must be taken by a particular party.

1. Public Involvement Plan

*FINAL ACTION:* Planning Commission, serving as Citizen Involvement Committee, approves plan.

2. Project Charter

*FINAL ACTION:* Planning Commission takes final action to approve the Charter.

3. Direction to Prepare Adoption Package:

*FINAL ACTION:* City and County Planning Commission work sessions to review and provide input on draft content to be included in the plan adoption package. City Council and County Board of Commissioners will provide direction to prepare the adoption package contents to vet with key stakeholders.

4. Planning Commissions Review DRAFT Neighborhood Plan Adoption Package: Draft Neighborhood Plan document (includes vision, goals, policies, actions and implementation strategies), Plan Designation and Zone Changes, Land Use Code Amendments, Legal Findings and Ordinances. The Action Plan includes a prioritized list of implementation strategies, some of which will translate chapter policies into projects, programs, or other directives to the various responsible entities (City, County, community organizations). The Action Plan also includes generalized estimates and timeframe estimates (e.g., short-, medium-, and long-term) to support continued neighborhood advocacy and future funding and resource requests for ongoing implementation.

*FINAL ACTION:* Joint public hearing with Eugene and Lane County Planning Commissions for review and recommendation. Planning staff will make necessary edits to the draft adoption package before advancing to public hearing before the City Council and Lane County Board of County Commissioners. (Joint hearings are proposed to account for potential Metro Plan amendments.)

5. Elected Officials Review DRAFT Neighborhood Plan Adoption Package

*FINAL ACTION:* City Council will hold public hearings, deliberate, and adopt by Ordinance to ensure the relevant policies are granted the rule of law as a refinement plan to our local comprehensive plan. The Lane County Board of County Commissioners will co-adopt the plan via a similar process and separate ordinance. Staff will attempt to convene Joint Work Sessions and Public Hearings to maximize interjurisdictional coordination and public involvement.

## 6. Plan Implementation

The Action Plan will include a strategy for continued collaboration between the community and City, County, and agency partners to continue to implement actions after plan adoption. This will include a strategy for the River Road and Santa Clara communities to remain engaged in processes for code amendments, programs and projects as part of future plan implementation or other concurrent planning processes.

## Internal Coordination Protocol

This section addresses the internal decision-making process, and establishes a structure that keeps all necessary players involved in creating, reviewing, or approving products so the project reaches a successful outcome. This section also outlines the process for making amendments to this charter.

### *Policy Team*

The project oversight committee will:

- Provide high-level policy direction to the Project Management Team at critical junctures in the project.
- Act as a liaison to the decision-making bodies (City Council and County Commission), providing project information to fellow elected officials.
- There is no standing meeting for this body; instead the Policy Team is only expected to meet on an as needed basis.

Name	Title / Area of Expertise	Department
Claire Syrett	City Councilor, Ward 7	Eugene City Council
Mike Clark	City Councilor, Ward 5	Eugene City Council
Pat Farr	Commissioner	Lane Co. BCC
Jay Bozievich	Commissioner	Lane Co. BCC
Renee Grube	Executive Director	Library, Rec., & Cultural Svcs.
Denny Braud	Executive Director	City Planning & Development
Keir Miller	Division Manager	County Land Management

### *Executive Committee*

The project Executive Committee will:

- Provide high-level policy direction and guidance on navigating issues that may warrant attention by our elected officials.
- Act as a liaison to the City and County Administrations.
- Will meet irregularly and as needed at critical moments in the life of the project.

Name	Title / Area of Expertise	Department
Renee Grube	Executive Director	Library, Rec., & Cultural Svcs.
Denny Braud	Executive Director	City Planning & Development
Alissa Hansen	Planning Director	City PDD/ Planning Division
Keir Miller	Division Manager	Lane County Land Management
Terri Harding	Principal Planner	City PDD/ Planning Division

### *Project Management Team (PMT)*

A small core team will be formed to make crucial decisions in a timely manner. For the adoption phase, the PMT is comprised of the following. Co-chairs of the CAC meet with the PMT every two weeks to collaborate on project details.

<b>City of Eugene</b>		
<b>Name</b>	<b>Title / Area of Expertise</b>	<b>Department</b>
Chelsea Hartman	Sr. Planner/ Project Manager	City PDD/ Planning
Elena Domingo	Asst. Planner/ Communication lead	City PDD/ Planning
Lindsey Eichner	Principal Planner/ County coordination	Lane County Land Management
Jared Bauder	Land Management Planner / County coordination	Lane County Land Management

### *Technical Advisory Committee (TAC) #*

In addition to the specific Planning Division staff members noted above in the *Deliverables* section, the Technical Advisory Committee will serve a critical support function. The Technical Advisory Committee is tasked with the following actions.

- Serve as advisory body to the Project Management Team and the Citizens Advisory Committee.
- Representing departmental interests and communicating how the neighborhood-specific issues fit within the broader City or County context.
- Providing technical support to the 5 community-based topic teams.
- Conducting analysis, when appropriate, to assist the PMT or Topic Teams in reaching a policy-oriented conclusion.
- Vetting ideas, policies, or potential capital projects for feasibility in balance with budgets and other City/County priorities.

The team will be comprised of inter-agency and inter-departmental members, as follows.

<b>City of Eugene</b>		
<b>Name</b>	<b>Title / Area of Expertise</b>	<b>Department</b>
Rob Inerfeld	Trans. Planning Manager	City PW/ Engineering
Reed Dunbar	Bike/Ped Planner	City PW/ Engineering
Therese Walch	Engineer/ Stormwater management	City PW/ Engineering
Philip Richardson	Parks Planning/ Park siting, Riverfront coordination, N'hood greenways	City PW/ POS
Anne Fifield/Ed Russo	Econ. Development plan priorities	City PDD/ Comm. Dev't
Michael Kinnison	Manager	City Manager's Office/ Office of Human Rights & Neighborhood Involvement
Jason Dedrick	Policy Analyst/Triple Bottom Line Sounding Board	City Manager's Office
Terri Harding	Principal Planner	City PDD/ Planning

Gabe Flock	Principal Planner/ Land Use expert, Code analysis, Code writing	City PDD/ Planning
Althea Sullivan	Asst. Planner/ Land Use support, Code analysis	City PDD/ Planning
Jen Knapp	Asst. Urban Designer/ Housing and urban infill design	City PDD/ Planning
Elena Domingo	Asst. Planner/ Neighborhood Planning, communications, public outreach	City PDD/ Planning
TBD	Fire Department staff	Eugene-Springfield Fire Dept.
<b>Other partner agencies</b>		
<b>Name</b>	<b>Title / Area of Expertise</b>	<b>Department</b>
Becky Taylor	Sr. Transportation Planner	Lane County PW
Sasha Vartnanian	Transportation Planning Supervisor	Lane County PW
Kim Le/Andrew Martin	Transit Planners	Lane Transit District

#: The Technical Advisory Committee is comprised of City and County staff. The list here reflects current commitments; however, these seats may be filled by designees or a permanent replacement without formal amendment to the Charter.

#### *Triple Bottom Line Sounding Board*

In addition to the technical work described herein, there are numerous citywide policy directives that impact smaller scale actions. To ensure consistency among the diverse directives and represent broader community perspectives, a Triple Bottom Line sounding board will be convened. The group will be comprised of representatives of the following boards and commissions.

- Eugene Planning Commission
- Lane County Planning Commission (optional)
- Human Rights Commission
- Sustainability Commission
- Active Transportation Committee
- Housing Policy Board
- Historic Review Board

The TBL Sounding Board is charged with communicating with the Project Management Team and CAC to:

- Employ a citywide perspective to provide advice, feedback, and critical reviews of neighborhood plans, policies, and project ideas.
- Provide advice and input on how best to reach community members and their topic-specific constituencies.
- Act as a liaison with representative committees, providing information and soliciting feedback to keep those groups informed and engaged.

## CHARTER AMENDMENTS

Charter amendments are occasionally necessary to ensure the Charter remains current and relevant throughout the project. This Charter is unique due to the internal and community-based members that are signatory.

- For major amendments, such as a change to the timeline or removal of a previously agreed upon deliverable, the *Technical Advisory Committee* and the *Community Advisory Committee* must reach consensus on the change. The *Project Executive Team*, as signatories of the Charter, will review and confirm any major amendments.
- For minor amendments, such as changing members of the Technical Advisory Committee, the PMT is empowered to make those amendments administratively.

For the purpose of charter amendments, 'consensus' is defined as a vote of two-thirds (super-majority) of the members of each body in independent votes.

## Project Budget

The following explains the funding amount and sources of funding, and the status of those funds.

### City of Eugene funds:

**FY17 Supplemental budget: \$100,000**

**FY18 Supplemental budget: \$70,000**

**FY20 Supplemental budget: \$100,000**

**FY20 Supplemental Budget ask for implementing House Bill 2001: \$75,000**

- These funds are services and materials allocations
- The Public Involvement Plan will provide a menu of outreach techniques that will allow a more accurate budget estimate for engagement activities. The available funds will be used to implement the PI plan by hiring consultants to supplement City staff resources.
- City staff time is not intended to be paid by this allocation. Planning staff FTE estimates are 1.5 FTE for 3 years.

The House Bill 2001 budget request is a working estimate. Since the bill passed in June 2019, staff have been working on a scope of work and process for city-wide implementation. The goal is to integrate the River Road Santa Clara plan's goals for the broad R-1 zoned parts of the neighborhoods into city wide implementation of HB 2001 by earmarking funds specifically for this purpose.

**Federal Transit Administration Grant: \$450,000 [see associated FTA TOD Grant charter]**

- This inter-related project will be used to develop design concepts and a land use code for the River Road key transit corridor; however, the Code amendments are intended to have applicability beyond the corridor, in other parts of the neighborhoods. Thus, a portion of the FTA grant will benefit the community covered by the larger neighborhood plan.
- These funds have been awarded to LTD and are encumbered at the Federal level. The contract has not been executed to release the fund to local partners.



## **Assumptions & Policy Background**

This section explores the potential unspoken factors that affect a project, its validity, execution or acceptance in the community.

### **Unresolved/ Incomplete Past planning projects**

There is a long history of planning and public outreach initiatives in both communities. Particularly noteworthy here is the Lower River Road Concept Plan, which was never adopted by City Council. Some in the community view the upcoming neighborhood plan with skepticism due to this past effort having resulted in nothing concrete despite the public's commitment and effort.

### **Buy-in and Participation by unincorporated Lane County residents**

This issue is an unknown. As noted in more detail below, Lane County has delegated to the City responsibility for planning, zoning, and permitting in these two communities within the UGB. Therefore, Planning staff is committed to reaching all members of River Road and Santa Clara during public outreach phases, regardless of jurisdictional status.

There are also procedural considerations that arise from the mixed jurisdictional status and fact that Santa Clara extends beyond the UGB. Those areas outside the UGB and within the Santa Clara Community Organization are within the Eugene-Springfield Metropolitan Area Plan. Any future amendments proposed to the Metro Plan area will be subject to joint City and County review and adoption. Zoning outside of the UGB is within Lane County's jurisdiction and is implemented by the Lane Code. Uses allowed outright or conditionally within Lane County zones are generally rural in nature, intended for the preservation of farm and forest and other resource uses, and largely defined by Statewide Planning Goals. This mixed jurisdictional status is a key consideration in collaborating with Lane County Planning staff.

## **Constraints**

The following are potential factors that may limit our ability to carry out the project or to fully achieve the project goals.

### **City's relationship with the River Road and Santa Clara communities**

Past issues largely related to annexation have strained relationships between the City and some in the two communities. Planning staff is aware of this factor, and has strived to establish an open relationship with SCRRPT, SCCO, and RCCO in a manner that builds trust and lays the foundation for a cooperative neighborhood planning process.

### **Continued project prioritization in the face of competing demands**

The River Road and Santa Clara communities comprise approximately one-fifth of Eugene, and the community organizations have demonstrated their commitment and readiness to create a neighborhood plan. However, competing interests may attempt to defer resources from this project to a future initiative. The Planning Division work plan and this charter are tools that can be employed to maintain focus and adequate funding in the face of such competing interests.

### **Adequate staffing and funding**

This issue is related to the item immediately above. The current project has an ambitious timeline and substantial funding (i.e., FTA Grant), but there are other River Road and Santa Clara neighborhood priorities beyond the corridor that require attention from city staff and inter-agency partners on the Technical Advisory Committee. These staff will have competing demands of their time within their own organizations. Therefore, the project management team must be judicious in involving key partners in an efficient and productive manner.

### **Dependencies**

The neighborhood plan and FTA TOD grant-funded plan are intertwined administratively, but they should operate as a single project in the public eye.

### **Risks**

The final section describes special risks that may interfere with project delivery, and it provides mitigation options to avoid foreseeable risks.

### **Annexation**

The issue of unincorporated Lane County lands inside the Eugene urban growth boundary remains unresolved. It is difficult to predict the outcomes or when public concerns related to annexation will arise. However, City Planning staff and the neighborhood groups have reached agreement that annexation is best addressed after the policy framework of the neighborhood plan has been agreed upon by the decision makers. Attempting to tackle both – neighborhood planning and resolving complex service delivery associated with annexation – simultaneously could prove deleterious to the successful completion of the proposed planning efforts. Two interconnected and dependent elements should be considered here.

1. The FTA TOD grant-funded project makes it particularly important to keep the focus on neighborhood planning. The TOD grant is time sensitive and must be executed within 18 months of initiation, unless a timeline extension is agreed upon.
2. The inter-governmental agreement between City and Lane County – commonly referred to as the “190 agreements” – remain in effect. In that IGA, the County delegates land use and permitting authority to the City of Eugene. Properties already within the City limits will benefit from the adopted neighborhood plan immediately once it becomes effective. Properties under Lane County jurisdiction will still need to annex to the City prior to submitting land division or development applications.

### **Mitigation**

- Project update to City Council in an early Fall 2017 work session can cover these interconnected dynamics. The intention is to defer substantive discussion of and decisions on the annexation subject as part of a future conversation. This approach is intended to reduce the chance of neighborhood planning efforts from being conflated with annexation.
- During neighborhood planning outreach efforts, Planning staff and neighborhood leaders are prepared to answer questions related to Governance/ Annexation through several means.
  1. Annexation process fact sheet handouts
  2. Annexation and Property Tax fact sheet handouts

3. Inquiring individuals can use the Property Tax Calculator:  
<http://pdd.eugene-or.gov/Home/PropertyTaxEstimator>
4. During Open Houses and Workshops, similar materials will be provided and a separate table may be set up for individuals wishing to discuss Governance/ Annexation rather than neighborhood planning topics.

### **Public Participation fatigue or confusion**

There are several current, active projects in the River Road and Santa Clara area. Coordinating these varied, diverse projects and communicating about the differences of each will be a staff challenge. In addition to the neighborhood plan and associated FTA TOD grant project, the following are active.

- River Road Transit-Oriented Community: this project will coordinate closely with the neighborhood plan, using the Plan visioning and goal setting to help inform project decisions.
- ODOT Beltline Improvements & City arterial bridge (Green Acres to Division Avenue)
- City-County Santa Clara Bicycle Path (Beaver to Wilkes)
- Lane Transit District:
  - Moving Ahead
  - Santa Clara Community Transit Center
- Lane County Public Works: Hunsaker-Beaver Corridor Study
- City of Eugene PARKS & RECreate System Plan

### *Mitigation*

- The previously mentioned City and County inter-agency planning team will coordinate regularly in order to maintain open lines of communication and ensure consistent messaging about our related projects.
- The project initiation phase in summer 2017 will develop a fact sheet to address FAQs.
- Fact sheets of other projects that include project summaries, websites, and staff contact info.

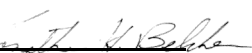
## Approvals (sign/date)

Kate Perle

  
Kate Perle (Feb 17, 2021 23:44 PST)

Key Partner(s) (SCCO chair)

Jon Belcher



Key Partner(s) (RRCO co-chair )

Clare Strawn Clare Strawn

Clare Strawn (Mar 12, 2021 15:07 PST)

Key Partner(s) (RRCO co-chair )

Renee Grube

Renee Grube (Apr 5, 2021 19:05 PDT)

Renee Grube, Executive Director

City of Eugene Library, Recreation, & Cultural Services Department



Denny Braud, Executive Director

City of Eugene Planning & Development Department

Terri Harding

Terri Harding (Mar 17, 2021 17:01 PDT)

Terri Harding, Project Sponsor

Principal Planner, City of Eugene Planning Division

Keir Miller

Keir Miller (Apr 15, 2021 08:18 PDT)

Keir Miller, Project Sponsor

Division Manager, Lane County Land Management

Chelsea Hartman

Chelsea Hartman (Mar 17, 2021 16:32 PDT)

Chelsea Hartman, Adoption Phase Project Manager

City of Eugene Planning Division

# Updated Project Charter

Final Audit Report

2021-02-18

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# River Road-Santa Clara Neighborhood Plan Project Charter

Final Audit Report

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